**Curriculum at LAB University of Applied Sciences
2025-2026**

12.12.2024

Master of Business Administration, Business Innovation Culture and Creativity 25S, online studies

Code	Name	1 y	2 y	ECTS total
LLTIYBICC25SV-1001 Core competence				**30**
YL00CV02	Futures and strategies – business renewal to enhance competitive advantages	5		5
YL00CV03	Innovation and creativity – understand your business & build resilience	5		5
YL00CV05	Business design	5		5
YL00CI12	Digital Transformation Management	5		5
YL00CV04	Business analytics for innovation driven decision making	5		5
YY00CZ32	Ethics, governance & responsible management	5		5
LLTIYBICC25SV-1002 Complementary competence				**30**
YL00CV06	INNOHUB	2,5	2,5	5
YL00CV08	Research based development	5		5
LLTIYBICC25SV-1003 Thesis				**30**
YO00CF53	Thesis Planning	10		10
YO00CF54	Thesis Project and Reporting	10	10	20

LLTIYBICC25SV-1001 Core competence: 30 ECTS

YL00CV02 Futures and strategies – business renewal to enhance competitive advantages: 5 ECTS

Learning outcomes
The student is able to
- explain the relevant trends and issues to be considered in enhancing competitive advantages
- develop a strategic approach to developing the future business opportunity. Concepts co-creation, collaborative networks, design thinking, competitive advantages and creating new market spaces will be explored
- recommend solutions that could be implemented in actualizing the chosen strategy to create business opportunities

YL00CV03 Innovation and creativity – understand your business & build resilience: 5 ECTS

Learning outcomes

The student is able to
- explain the relevant concepts of innovation and innovation process
- drive the innovative processes and creatively overcome the impediments of innovation, in or between, organizations and the emerging business opportunity. Concepts like idea generation, creativity, innovation culture and resilience will be explored
- foster an innovation and creative culture, and rethink the value proposition for the customer.
- generate and evaluate new business models and foster business resilience

YL00CV05 Business design: 5 ECTS

Learning outcomes
The student is
- able to create added-value-driven business strategies
- able to facilitate customer's experience as a brand enhancing competitive advantage.
- able to create hybrid product-service concepts in building personalized customer experiences and design value adding business models and processes.
- able to leverage future trends and insight on target groups as a source for new business development.

Prerequisites
It is recommended that the student has a previous university degree. Students should have a basic understanding of business concepts. Prior coursework in strategy or marketing is helpful but not required.

YL00CI12 Digital Transformation Management: 5 ECTS

Learning outcomes
The student is able to
- analyze the relationship between strategy and digital transformation
- assess the impact of digital solutions on business processes and human operations
- plan the realization, measurement, and management of digital transformation

YL00CV04 Business analytics for innovation driven decision making: 5 ECTS

Learning outcomes
The student is able
- to gain an in-depth understanding of financial management, budgeting and investments.
- to consider and evaluate macro economical situations and their impact.
- to apply scenario thinking / identify possibilities of alternative futures / for pre-active / proactive business development, decision making and resilience.
- to identify new possibilities for profitability and disruptive business models.

Prerequisites
It is recommended that the student has a previous university degree. A foundational knowledge of business principles is beneficial.

YY00CZ32 Ethics, governance & responsible management: 5 ECTS

Learning outcomes

The student is able to
-Analyze the relationship between corporate governance, ethics, and responsible management.
-Assess the role of leadership and corporate culture in shaping ethical behavior and responsible management practices.
-Explain the role of a code of conduct in fostering ethical behavior within organizations.
-Propose innovative approaches to promoting responsible management and ethical leadership in a rapidly changing business environment.
-Formulate strategies for enhancing corporate governance and promoting responsible practices within a specific industry or organization.

LLTIYBICC25SV-1002 Complementary competence: 30 ECTS

YL00CV06 INNOHUB: 5 ECTS

Learning outcomes
The student is able to
- understand the process of experiential learning (the course is based on implementing projects in practical working life).
- participate in different roles in innovation-driven research and development projects, in different business and non-business contexts in different market areas.
- plan, organize and manage resources to achieve the project's goals.
- evaluate the success criteria and evaluate the internal and external risks related to the project.
- develop competences in solving and understanding the innovation requirements and challenges of businesses and non-businesses in different market contexts.

YL00CV08 Research based development: 5 ECTS

Learning outcomes
The student is able to
- plan a workplace-oriented research-based development project.
- use different methods of workplace development.
- use research data in workplace development.

LLTIYBICC25SV-1003 Thesis: 30 ECTS

YO00CF53 Thesis Planning: 10 ECTS

Learning outcomes
The student is able to
- describe the objectives and core contents of their thesis.
- plan and describe the stages of the thesis process.
- take into account the possible research permit and copyright issues.

YO00CF54 Thesis Project and Reporting: 20 ECTS

Learning outcomes
The student is able to

- implement the thesis on the basis of an approved thesis plan.
- present the results or output of their thesis.
- report on their thesis in writing in accordance with the thesis guidelines of LAB University of Applied Sciences.
- as a maturity test, write a blog post, a press release or an article.